COMPLETED

HE 20.7002:R 24/2
00-3307

# RECRUITMENT AND ORIENTATION

IES
507

By

Robert L. Brownfield

Warren R. Jones

ORIGINAL

## I. INTRODUCTION

Placing and orienting appropriate people in vacant positions is a crucial task since organizational effectiveness depends largely on the skills and abilities of the employees. Recruitment and orientation is part of the larger, overall system of personnel administration, which also includes training and career development, employee - management relations, classification and pay, employee benefits and services, promotions, and handling personnel problems. "Employment of workers is a major personnel function. How it is done is most important in creating and maintaining good employer - employee relations." 8

Success in recruitment and orientation are major determinants of employee effectiveness. In contrast, unsuccessful recruitment and orientation programs can be extremely costly detriments to an organization. Consider the costs of hiring an inappropriate person in terms of productivity and/or morale. Then consider the costs in terms of dollars when a recruiting and training effort has failed and one must begin the selection process another time. Finally, consider the loss or costs to a laboratory if an excellent candidate was overlooked and failed to receive an employment opportunity in your organization.

The following sections in this paper will examine the major, sequential steps in recruitment and orientation and offer suggestions for guidance of managers, whether they be thoroughly experienced in selection and orientation activities or faced with planning for and conducting interviews and orientation sessions for the first time.

Because a manager gets work done through others, these topics loom as some of the most important duties for laboratory supervisors and should be given special attention.

## II. STEPS IN RECRUITMENT

The typical sequence of action necessary for successful recruitment is as follows:

1. Planning. Actual manpower requirements within an organization are dynamic; changing over time. Job openings can occur for a variety of reasons during any period so there exists a continual need for accurate planning to eliminate hasty, costly recruitment procedures. Manpower needs should be forecast to define probable job openings as well as identify possible candidates. Laboratories should have reasonable assurance that there will be the appropriate quantity and quality of personnel to perform the necessary duties at any given time in the future.



BEST COPY AVAILABLE

2. Preparing to fill position. Some preliminary work is usually necessary once a vacancy has been determined as insurance against various difficulties otherwise likely to be encountered. First, any existing recruitment system should be reviewed or, if nonexistent, could be initiated. This is typically utilized in larger organizations to insure understanding of existing policies and uniformity of action as well as to save time and money by avoiding unnecessary procedures.

Second, review information contained in job descriptions, classifications and/or analyses wherein pertinent data is provided on tasks to be performed and salient personal specifications. Necessary training and experience should be identified for any candidate. Also, there should be a clear understanding of the title of the position, purpose and scope of the position, responsibilities and authorities encompassed in the position, nature and degree of relationships within and outside the organization and a quantitative description of work required. This will equip a recruiter with essential information to select the appropriate person.

Third, attempt to identify current information about the work environment that would further define personal specifications. For example, long range needs of an organization may require certain kinds of training or experience. Then again existing relationships or personnel difficulties may demand certain adjustments and flexibilities of the candidate.

3. Launching employment process. As the recruiter begins his search, there are important steps to remember. First, an internal search for applicants should be conducted to identify any employee within the organization who may qualify for the position. This is an obvious consideration for many job opportunities but it is often overlooked when the position is at the entry level. However, there may be individuals who would prefer to transfer laterally in order to change their present field of endeavor.

Second, a search for applicants external to the organization should be conducted in a systematic, comprehensive manner. The recruiter is obliged to bring this vacant position to the attention of all appropriate persons and groups in the most appealing way. Consideration should be given to such sources as schools, professional meetings, professional journals, and general advertisements. There may be interested, qualified individuals working in other laboratories who desire to transfer. Obviously, if there is a personnel department, they can assume much of this responsibility.

Third, perform those actions that will further identify candidates who possess the greatest potential for success from all known applicants. This can be achieved through completion of application blanks, telephone conversations with prospects, administration of tests if applicable, and finally (most importantly) a personal, employment interview. Courtesy demands that this third step be performed without lengthy delays. The candidate usually doesn't have to wait indefinitely for a given organization to respond. (The interview process will be treated in detail in the following section of this paper.)

4. Selecting. The final employment decision needs to be made with care and attention to detail and without undue delay. First, all pertinent data for each remaining candidate should be collected, reviewed and compared. This data

BEST COPY AVAILABLE

should include job descriptions and notes from the employment interview. The following questions could be asked: "What is he like personally? What has he done? What does he know? What does he want to do in the future? What are his true potentialities?" Perhaps the application blank can indicate ability to collect and express thoughts about a given matter. Also, important information can be obtained from academic and health records. All of this pertinent background data should be objectively analyzed by everyone concerned in the hiring decision.

Second, the personal references provided for each candidate should be checked either by mail or telephone. These can refer to such figures as former employers, teachers and co-workers. Evaluation from former employers can be especially valuable in verifying your own impressions and are typically the most reliable indicators of quality of work. This step is literally part of collecting and screening data outlined in step one but is presented separately to underscore its importance.

Third, the employment decision should be made objectively and post-decision action should begin immediately. The employment offer should be extended quickly to demonstrate the interest of the organization in a new employee. This communication usually will be by telephone or telegram and followed by a letter to eliminate any chance of misunderstanding. If there are contingent considerations for employment, such as the need for a medical examination, they should be outlined in this letter. If the candidate accepts the offer, efforts should be made to assist in his transition and possible relocation. Also, reporting information should be communicated in sufficient detail as to eliminate fears and disagreements. If the candidate refuses the offer, attempt to ascertain the reasons and utilize such information to audit the recruitment procedures.

## III. THE EMPLOYMENT INTERVIEW

The heart of the recruitment process is the interview of potential employees. As one expert wrote: "Of all the methods used to appraise job qualifications, the interview is the oldest and the most widely practiced. The interview is the principal instrument of selection because it is used not only to obtain information from an applicant but to give him the information he needs to establish an interest in the job and to motivate him to persist in the pursuance of his application." 3

An employment interview typically refers to a single event for the purpose of screening, evaluating and selecting the most appropriate candidate. However, a series of interviews may be conducted in the recruitment system by various individuals to not only screen, evaluate and select but to also pre-screen candidates, administer aptitude tests and conduct personality assessments. The remainder of this section will have reference to only the single employment interview but many points of discussion will also be applicable and assist in the conduct of multiple interviews.

The purposes of an employment interview from the viewpoint of a supervisor are as follows:

1. Screening applicants. The employment interview is utilized to help eliminate those applicants likely to develop into problem employees. This screening out of potential problems is important since it often appears that approximately 90 percent of all personnel problems are caused by less than 10 percent of those employed.



BEST COPY AVAILABLE

2. Appraising qualifications. The employment interview is utilized to appraise a promising applicant's attitudes and skills pertinent to job performance. The results from tests and personality assessments are helpful, if available.

3. Forming opinions on compatibility. A third purpose of interviews is to explore potential working relationships between the applicant and supervisor and fellow employees.

4. Informing applicant of job requirements. The candidate can learn of technical requirements as well as such basics as hours of work and vacation policy.

5. Indicating supervisor's expectations.

6. Gaining information on applicant's goals.

The purpose of an employment interview from the viewpoint of an applicant differs significantly and this difference should be recognized and appreciated as an aid to the development of an understanding rapport between the employer and the candidate. These purposes are:

1. Learning of job requirements. This is probably the most important communication. It should be factual and based upon the job description. In this regard, it is also good practice to have the candidate spend sufficient time with people who would be his co-workers so they could describe what the job is "really like."

2. Forming opinions of supervisor and other employees.

3. Learning about policies and supervisor's expectations.

4. Appraising working conditions. The candidate is usually interested in the physical surroundings, informal organization, outside community, school facilities and other less obvious facts.

5. Appraising opportunities for advancement.

Recognizing the purposes of each participant in an employment interview setting helps to understand the motivational environment and the direction of the dialogue. However, proper preparation and practice in techniques are exceptionally important prerequisites to a successful interview and should be given due consideration.

First, the U. S. Civil Service Commission has published the following as it relates to interview preparation: "The seeming simplicity of the interview has been one of the greatest obstacles to progress in this selection area. So many prople interview, so little study is demanded of them, and so little checking of results is made, that many assume that no study and practice are needed. It is a sign of maturity to recognize the employment interview as one of the most complex of all assignments and accordingly, on the one hand, to have humility in reaching conclusions and, on the other, to acknowledge that thorough preparation is essential."

BEST COPY AVAILABLE

The preparation by a supervisor for an employment interview can be outlined as follows (also, review Section II of this paper):

1. Review job requirements and special desirable characteristics.

2. Review information on applicant. This could include results from previous interviews and some personal references.

3. Consider own expectations. Attempt to eliminate any biasness or false anticipation.

4. Make notes on items to be clarified and list key points for discussions.

5. Plan for proper interview setting. This should be a confidential environment where there is little possibility of being interrupted.

The preparation by an applicant for an employment interview can be outlined as follows:

1. Read and inquire about job requirements.

2. Prepare a personal resume on education and experience to present to interviewer.

3. Review personal goals, likes and dislikes.

4. Prepare a list of questions to be asked.

Second, some common techniques used to interview for employment have been characterized as follows:

1. The "tough-guy" interview. The interviewer establishes a one way communication, except for a series of questions about qualification, and rarely looks directly at the candidate. The parting remark is typically, "We will let you know."

2. The "client-centered" counseling interview. The interviewer radiates warmth and permissiveness, asks broad questions, and encourages the applicant to talk freely and expansively.

3. The intellectual discourse. The interviewer asks questions designed to explore the depth and breadth of interest exhibited by the applicant.

4. The brotherhood ritual. The interviewer searches for old school ties and mutual acquaintances.

These characterizations do not comprise an all inclusive list. Most interviewing techniques are actually variations or combinations of different techniques and each possesses some degree of uniqueness. The most useful strategy is to simply "be yourself;" be open and honest; never make promises you are unable to keep; and establish a straightforward two-way communication. The following is a general outline and grouping of suggestions that will be useful in the average employment interview:

BEST COPY AVAILABLE

1. Take time to establish rapport. Attempt to put the candidate at ease by discussing some areas of common interest.

2. Establish a two-way communication. This is a decision making interview for both participants so it is necessary for information to be easily exchanged and questions freely asked. Be certain to listen to what the candidate is saying.

3. Obtain essential information about candidate. Typcially it is important to learn about the person's previous education, work experience, outside activities, health, aspirations and other related subjects. Avoid direct questions that require only a "yes" or "no" response. Instead, introduce the question with "why," "what," "when," "where," or "how."

4. Provide information requested by candidate. This can be encouraged by asking, "What would you like to know?"

5. Have a proper closing to the interview. Depending upon the employer's impressions, this can include introductions to others and a more detailed tour of the facilities. Regardless of the circumstances, however, the candidate should be told when he will hear the results and shown appreciation for his efforts.

## IV. ORIENTATION

The employer should be vitally concerned with the new employee's progress in his early months and should insure that a proper orientation program is inaugurated. This is relatively simple if selection was made from within the organization but requires special effort if selection came from outside. Hopefully, the recruitment process has been conducted to this point in a manner that has made the candidate feel enthused and prepared for his new tasks. This will make an orientation procedure much easier to design and implement.

An orientation process should have the personal attention of the supervisor and he should carefully select those who are to assist in the orientation as well as insist that a planned program be followed. Orientation should be thorough and continuous. In fact, orientation is inseparable from training and is really the beginning of on-the-job training and career development.

The new employee has gained some information and formed some opinions we do not anticipate. The information and opinions may or may not be accurate. Some new employees will report to work and become productive and well-adjusted members of the organization without much outside attention but we should not depend on this outcome. Instead, a planned orientation should be prepared for every new employee and should include the following:

1. The job:

    a. Work site

    b. Introduction to co-workers

    c. Instructions on who to turn to for answers to questions and problems

BEST COPY AVAILABLE

d. Review of equipment items

e. Written technical procedures and guidelines available

f. Procedures for securing needed supply items

g. Uniforms

2. Facilities:

a. Parking

b. Coffee breaks

c. Eating places

d. Restrooms

e. Lockers

f. Library

3. Policies:

a. Tardiness

b. Annual leave

c. Sick leave

d. Vacations

e. Handling of emergency requests

4. Organization:

a. History of the laboratory and its parent organization, if any

b. Persons who will be principal contacts from outside laboratory

c. Key individuals on laboratory and hospital staff

d. "Rituals" observed

5. Safety regulations and procedures

6. Personnel benefits and services:

a. Medical examinations

b. Health and hospitalization insurance

c. Group life insurance

BEST COPY AVAILABLE

d. Retirement

e. Credit Union

## V. SUMMARY

Recruitment and orientation are essential elements of the personnel administration system. This paper has outlined the major steps in the recruitment process and presented suggestions for participants during employment interviews and conducting orientation procedures.

BEST COPY AVAILABLE

## BIBLIOGRAPHY


1. Bassett, Glenn A., Practical Interviewing, American Management Association, I New York, New York, 1965.

2. Dunnette, Marvin D., Personnel Selection and Placement, Wadsworth Publishing, Belmont, California, 1966.

3. Hawk, Roger H., The Recruitment Function, American Management Association, Inc New York, New York, 1967.

4. Horton, Forest W., Reference Guide to Advanced Management Methods, American Management Association, Inc., New York, New York, 1972.

5. Lopez, Felix M., Personnel Interviewing Theory and Practice, McGraw Hill Book Company, New York, 1965.

6. Lynton, Ralph P. and Pareek, Udai, Training for Development, The Dorsey Press, Homewood, Illinois, 1967.

7. Mandell, Milton M., The Selection Process: Choosing the Right Man for the Job, American Management Association, Inc., New York, New York, 1964.

8. Moore, Russell F., AMA Management Handbook, American Management Association, Inc., New York, New York, 1970.



HHS, PHS,CDC

Reprinted July, 1978

Reprinted April 1979

☆U.S. GOVERNMENT PRINTING OFFICE: 1985 - 544-436/15460





BEST COPY AVAILABLE